



January 2011

# **State of California**

## Leadership Competency Model

## Behavioral Interview Guides

# **Overview of Leadership Competency Model**

# Leadership Competency Model Overview




# Leadership Competencies by Cluster

Competency Cluster	Core Leadership Competencies Required at all Leadership Levels	Manager/Supervisor Competencies	Executive Competencies
 <b>Fostering a Team Environment</b>	<ul style="list-style-type: none"> <li>•Communication</li> <li>•Interpersonal Skills</li> <li>•Team Leadership</li> </ul>	<ul style="list-style-type: none"> <li>•Conflict Management</li> </ul>	
 <b>Creating Organizational Transformation</b>	<ul style="list-style-type: none"> <li>•Change Leadership</li> <li>•Vision and Strategic Thinking</li> </ul>		<ul style="list-style-type: none"> <li>•Flexibility</li> <li>•Global Perspective</li> <li>•Organizational Awareness</li> </ul>
 <b>Maximizing Performance Results</b>	<ul style="list-style-type: none"> <li>•Analytical Thinking</li> <li>•Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>•Customer Focus</li> <li>•Planning and Organizing</li> <li>•Thoroughness</li> </ul>	<ul style="list-style-type: none"> <li>•Forward Thinking</li> <li>•Results Orientation</li> </ul>
 <b>Building Trust and Accountability</b>	<ul style="list-style-type: none"> <li>•Ethics and Integrity</li> <li>•Personal Credibility</li> </ul>		
 <b>Promoting a High Performance Culture</b>	<ul style="list-style-type: none"> <li>•Fostering Diversity</li> <li>•Workforce Management</li> </ul>	<ul style="list-style-type: none"> <li>•Developing Others</li> </ul>	
 <b>Building Coalitions</b>			<ul style="list-style-type: none"> <li>•Influencing Others</li> <li>•Relationship Building</li> </ul>

# **Sample Leadership Competency**

### 3. Fostering a Team Environment: Team Leadership

	Fostering a Team Environment			
	First-Level Supervisor	Second-Level Supervisor	Manager	Executive
<b>Team Leadership</b> <ul style="list-style-type: none"> <li>•Sets team structure</li> <li>•Organizes, leads, and facilitates team activities</li> <li>•Promotes team cooperation</li> <li>•Encourages participation</li> </ul>	<ul style="list-style-type: none"> <li>•Establishes and communicates team roles, responsibilities, goals, and deliverables</li> <li>•Facilitates internal team discussions to encourage participation and enthusiasm</li> <li>•Identifies team ground rules and creates an environment of respect for team members</li> <li>•Manages team goals effectively, monitors performance, and recognizes positive individual and group performance</li> </ul>	<ul style="list-style-type: none"> <li>•Monitors and communicates team activities and recognizes impact on stakeholders</li> <li>•Proactively solicits participation from team and stakeholders to create a positive and supportive environment</li> <li>•Communicates importance of teamwork and respect, and recognizes effective cooperation</li> <li>•Provides frequent and candid performance feedback to close gaps; celebrates successful performance</li> </ul>	<ul style="list-style-type: none"> <li>•Communicates progress to stakeholders; anticipates team challenges and plans contingencies</li> <li>•Engages internal and external team members to manage conflicts and celebrate successes</li> <li>•Serves as a role model in promoting teamwork and respect within both internal and external teams</li> <li>•Leads teams in tackling the toughest challenges, closely manages performance, and celebrates successes</li> </ul>	<ul style="list-style-type: none"> <li>•Approves the team charter and sets the expectations for the team; authorizes funding and resources for the team</li> <li>•Serves as the executive sponsor for the team; serves as a champion for the team to senior management and stakeholders; clears obstacles cross-functionally; ensures that the team's vision remains clear</li> <li>•Creates an environment that promotes teamwork and respect; maintains regular contact with the team to assist them in adapting to any changes in direction or to facilitate overcoming obstacles</li> <li>•Recognizes the team's efforts and shows appreciation; celebrates successes</li> </ul>
<b>Proficiency Level</b>	<b>Skilled</b>	<b>Advanced</b>	<b>Advanced</b>	<b>Advanced</b>

# **Behavioral Interview Guides**

# What is Behavioral Interviewing?

- Interviews in which questions are designed for the candidate to give specific information on how he/she has handled or reacted to situations in the past that are likely to come up in the job for which you are recruiting.
- Based on the premise that past behavior is the best predictor of future behavior



# What is the purpose of the Behavioral Interview Guides?

- Designed to assist hiring supervisors, managers and executives hire the right person for the right job by focusing on the general Leadership Competencies in the State of California Leadership Competency Model.
- There is a Behavioral Interview Guide for each Leadership Level (First Level Supervisor, Second Level Supervisor, Manager, Executive)
- The questions are designed to elicit examples of past behaviors that are similar to the successful behaviors described in the Leadership Competency Model for each Leadership Level.
- With the assistance of department Human Resources staff, may be customized to add job specific, organizational and technical competencies.

# Benefits of Behavioral Interview Guides

- Effective – Based on competencies and behaviors that have been determined to be critical for successful job performance by supervisors, managers and executives throughout State Service
- Efficient – Hiring managers, supervisors and executives do not have to recreate the wheel to find questions that elicit past behaviors similar to the successful behaviors in the Leadership Competency Model
- Can be customized to focus on the most important job specific general competencies and to add technical and organizational competencies
- Help employers hire the best person for the job
- Allow employees to become more productive more quickly
- Allow employees to require less initial training and development

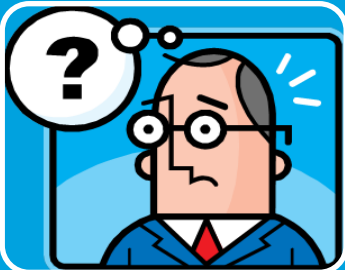
# **How to Use the Behavioral Interview Guides**

# Steps for Using the Behavioral Interview Guides



## Review the Job Description

- Identify which Leadership Level on the Leadership Competency Model corresponds with the vacant position and select the corresponding Behavioral Interview Guide
- Identify the most important general competencies for successful job performance



## Select Interview Questions

- Review the potential behavioral interview questions and successful behavioral indicators for the most important general competencies.
- Select the behavioral interview questions that will elicit the most important behaviors required for successful performance in your job.



## Add any Organizational or Job Specific Technical Competencies and Questions

- Work with departmental Human Resources Staff to add any job related organizational or technical competencies and questions based on the job description.
- Work with departmental Human Resources Staff to identify the successful and non responsive behavioral indicators for the Organizational and Technical Questions prior to the interview.

# Do Not Forget The Reference Checks!

- Behavioral Interview Guides Do Not Work without Behavioral Based Reference Check Questions -  
**See HR Mod Tools – For Samples**




# **Where to Get the Behavioral Interview Guides**

## Location of Behavioral Interview Guides

- The Behavioral Interview Guides are located at:

### HR Modernization in Action - Tools and Training

The HR Mod project has gathered a variety of tools and training presentations and organized these materials under two indexes (linked below) to help State of California managers, supervisors, HR professionals and employees understand and practice modern, high-quality hiring and selection processes that are consistent with the merit principle. Tools to help departments with organizational and employee development are also offered, including advice on how to retain a high-performing workforce. These tools are designed to supplement and do not replace the advice of departments' Human Resources Offices or departmental policies.

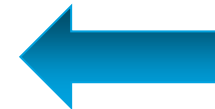
Check back often because updated materials are added frequently. **Subscribe to our news feed**  [RSS](#) | [email](#)

For consultation services, training, editable file types, or if you want to provide feedback, please [contact us](#).

→» Tools and Training Index by [Subject](#)

→» Tools and Training Index by [Alpha](#) - includes description and uses of the tools and training.

*Updated November 24, 2010 at 10:15 AM.*



# Location of Behavioral Interview Guides

## Recruitment and Selection

- A. [California Merit Principle - An Overview](#)
- B. [California Merit System and Three Rank Pilot](#)
- C. [Virtual Help Desk for Managers and Supervisors](#)
  - 1. [Selection Process](#)
  - 2. [Job Description](#)
  - 3. [On-Boarding - Orienting to Success](#)
  - 4. [Supervisor's Responsibilities During the Probation Period](#)
- D. **Leadership Responsibility Levels**
  - 1. [Competency-Based Job Description - First Level Supervisor](#)
  - 2. [Competency-Based Job Announcement - First Level Supervisor](#)
  - 3. [On-Boarding Plan - First Level Supervisor](#)
- E. **Minimum Qualifications Screening Tools** (Coming Soon)
- F. **Interviewing**
  - 1. [Behavioral Interviewing](#)
  - 2. [Behavior Based Interview Questions](#)
  - 3. Interview Guides for Leadership Competency Model
    - [First Level Supervisor](#)
    - [Second Level Supervisor](#)
    - [Manager](#)
    - [Executive](#)
- G. [Behavior Based Reference Check Questions](#)






# Sample Behavioral Interview Guide

- Here is a sample of one of the Behavioral Interview Guides:

First Level Supervisor



**Q & A**

**Thank you!**